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**A) U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

**ANNUAL PROGRAM STATEMENT**

**APS No. GDA-05-001**

**PUBLIC PRIVATE ALLIANCES**

**IN**

**A) AGRICULTURE**

**B) ANTI-CORRUPTION/GOVERNANCE/CIVIL SOCIETY STRENGTHENING**

**C) CONFLICT/ RELIEF AND HUMANITARIAN ASSISTANCE**

**D) ECONOMIC GROWTH AND TRADE CAPACITY BUILDING**

**E) EDUCATION**

**F) ENVIRONMENT/ENERGY**

**G) HEALTH**

**H) INFORMATION TECHNOLOGY**

**I) URBAN PROGRAMS**

Issuance Date: November 4, 2004

Closing Date: September 30, 2005

CFDA #: 98.011

This program is authorized in accordance with Part I of the Foreign Assistance Act of 1961 as amended.

Ladies/Gentlemen:

The Global Development Alliance Secretariat of the United States Agency for International Development (USAID) invites interest from prospective partner organizations to form public-private alliances to carry out activities in support of USAID's international development objectives. Alliance partners are expected to bring significant new resources, ideas, technologies, and/or partners to address development problems in countries where USAID is currently working. Partners could include a wide range of organizations such as: foundations, U.S. and non-U.S. non-governmental organizations (NGOs), U.S. and non-U.S. private businesses, business and trade associations, international organizations, U.S. and non-U.S. colleges and universities, U.S. cities and states, other U.S. Government agencies, civic groups, other donor governments, host country governments, regional organizations, host country parastatals, philanthropic leaders including venture capitalists, public figures, advocacy groups, pension funds and employee-welfare plans, etc. Successful proposals will bring at least a 1:1 resource leveraging to focus on priority development activities within USAID's manageable interest.

Please note that this solicitation is intended to further introduce a new obligating instrument for building alliances. USAID routinely uses grants and cooperative agreements as implementing mechanisms to resource many public-private alliances. However, a relationship between USAID and another resource partner may not be best supported by conventional assistance instruments, particularly when dealing with non-traditional partners, (e.g. a private organization offering resources at a leveraged ratio in excess of one to one, whose principal business purpose is other than foreign development

assistance, and who has not routinely received federal funding under traditional grants and cooperative agreements) and use of a new instrument may be indicated. The GDA Alternative Agreement (GDAAA) is an innovative mechanism and may be considered for use as an implementing instrument when:

- A Non-Traditional Partner will be receiving USAID funds directly,
- The proposed alliance is within the GDA precepts and the alliance program is deemed appropriate under the terms of this APS,
- There is a compelling reason for government and non-government funding resources to be pooled (co-mingled) in the alliance implementing agreement, and
- It would be necessary to make an impracticable number of changes to standard agreement provisions.

## **I. BACKGROUND**

USAID is committed to improving the way we implement our foreign assistance mandate through broader collaboration with others. No longer are governments, international organizations, and multilateral development banks the only assistance donors. Rather, over the past 30 years, non-governmental organizations (NGOs)/private voluntary organizations (PVOs), cooperatives, foundations, corporations, the higher education community, and even individuals (including remittances from immigrants), now provide a greater portion of the total resources that contribute to development. As a result, the U.S. Government recognizes an exciting opportunity to enhance the impact of development assistance by improving and extending its collaboration with other partners.

USAID has successfully developed strategic alliances in the past with an extensive range of partners, notably NGOs, US universities and colleges, and bilateral and multilateral donor agencies. In 2001, USAID launched the Global Development Alliance (GDA) to extend this concept further by, first, increasing the range of prospective partners to include private business, foundations, and other private-sector organizations, and, second, seeking alliances with partners that leverage significant resources and technologies, to address international development issues.

USAID is reorienting how it sees itself in the context of international development assistance, how it relates to traditional partners, and how it seeks out alliances with new partners. USAID uses its resources and expertise to assist strategic partners in their investment decisions and stimulates new investments by bringing new actors and ideas to the overseas development arena. While the Agency will continue to deploy resources where private funding is not available and where the governmental role is clear and pre-eminent (as in promoting policy change), it hopes, through the use of public-private alliances where appropriate, to stimulate new investment and new practices. USAID has much to offer with its unique mandate within the U.S. Government and long-term experience with, and access to, host-country governments. The Agency is able to capitalize on its extensive field presence, network of local development partners and technical expertise to catalyze, integrate, coordinate, and facilitate public-private alliances among development assistance actors. USAID recognizes that effective

alliances will marry common interests and will require time and careful planning. However, such alliances have the potential for not only mobilizing additional resources for development assistance programs worldwide, but also promoting greater effectiveness of those programs, and hence greater impact on the problems of poverty, disease, inadequate education, depletion of natural resources, and limited economic opportunity throughout the developing world.

In developing public-private alliances congruent with the new GDA business model, USAID uses the following precepts:

- Alliances are expected to bring significant new resources, ideas, technologies and/or partners to address development problems in countries where USAID works. (See [Annex A](#) for a listing of USAID Mission Presence Countries).
- Alliances should demonstrate a minimum of one-to-one leverage ratio of resources. At least some portion of the leverage must be in the form of cash. The partner contribution must include private (meaning non-governmental) resources at least equal to 25% of the value of the expected USAID resources. **USAID is particularly interested in alliance opportunities where its resources are leveraged at a two-to-one ratio.** Please note that individual USAID missions/operating units may require additional leverage above this amount. In addition to monetary contributions, in-kind resources such as services, property, equipment, and supplies are also valuable contributions. Alliance proposals must clearly specify what each party is contributing and indicate the cash value of in-kind support.
- While alliance proposals must specify what each party is contributing at the outset, it is also recognized that lasting alliances are living, changing entities. Some alliances will start small and expand over time as the alliance matures and succeeds, trust is built, and the benefits to the partners and beneficiaries become clearer.
- In general, alliances with USAID funding are expected to operate in countries where USAID has field missions and to fit within the strategic objectives of these missions and/or the appropriate Washington operating unit. However, broad, multi-country alliances that are addressing priority development issues may operate in countries where USAID does not have a field mission.
- Alliances must clearly establish up front how the interests and objectives of each party converge. This expression of interests and objectives should then lead to an operational plan that, if successfully implemented, will produce clearly defined development results.
- Alliances should not simply be grants to organizations that have expressed an intention to seek third party partnerships that are not yet formed. The Global Development Alliance business model seeks relationships and resources beyond traditional norms.

- It is important to exercise due diligence before entering into alliance arrangements. To ensure that the interests of all alliance partners are protected, the track record, the objectives, and reputations of all alliance partners need to be examined.
- There is no pre-defined minimum or maximum number of partners; each alliance will be different. There are many categories of potential alliance partners.
- Fairness and transparency are overarching principles in forming alliances. Exploration of possible alliances should take place in a transparent manner and should involve wide consultation with possible partners.
- Like all development investments, alliance activities at the country level that actively involve local leadership and local beneficiaries (this includes women and men) in design and implementation are the ones most likely to be successful and sustainable. Local ownership, leadership and beneficiary participation are still keys to success.

Please refer to the GDA website at [www.usaid.gov/gda](http://www.usaid.gov/gda) for more information about the history and objectives of this initiative. In addition, the website has GDA's "Tools for Alliance Builders," [www.usaid.gov/our\\_work/global\\_partnerships/gda/tab.doc](http://www.usaid.gov/our_work/global_partnerships/gda/tab.doc), which contains in-depth information to assist in the due diligence process, as well as mechanisms and approaches to alliance formation. Also for your reference, USAID recently published a brochure on the Global Development Alliance that provides examples of recent alliances [www.usaid.gov/our\\_work/global\\_partnerships/gda/pnact008compliant.pdf](http://www.usaid.gov/our_work/global_partnerships/gda/pnact008compliant.pdf)

Please also refer to [www.usaid.gov/policy/ads/300/303.pdf](http://www.usaid.gov/policy/ads/300/303.pdf) for governing regulations, standard provisions, and required certifications that will need to be submitted by applicants at the time of award.

#### **A. Important Differences from Previous GDA's Requests For Applications**

For those applicants who have submitted alliance proposals previously, please note the following changes to the process for this year:

- Prospective alliances must first seek field mission or Washington operating unit input through the submission of a concept paper, prior to submission of an application (see [Annex B](#) for Mission Points of Contact).
- Only upon receipt of positive Mission/Washington operating unit feedback is the applicant to put together a full application for Mission/Washington operating unit consideration. It is highly suggested for Applicants to submit concept papers to Mission/Washington operating units by December 15, 2004, however, applications may be submitted throughout the fiscal year.
- The GDA Secretariat will consider Mission/Washington operating unit requests for incentive fund support beginning on February 10, 2005.
- There is no minimum or maximum financial contribution that may be sought from USAID under this APS. For reference purposes only, the GDA incentive fund

awards may range from \$300,000 to \$1,000,000. Mission or Washington operating unit awards may determine a different range for their own awards.

- Alliances that leverage outside resources of at least 2:1 are preferred. It is still a requirement that at least some portion of the leveraging be in cash.
- Co-funding by Missions/Washington operating units is preferred and will be a determinant in application of GDA incentive funds.
- This solicitation is further intended to provide a window of opportunity for resource partners to discuss with USAID staff their mutual interests in working together to build alliances that are of a common cause.

## **B. Sectors and Program Objectives**

This Annual Program Statement (APS) seeks to support multiple activities that will be quick to start and responsive to critical developmental needs. It is intended that this APS will be used by mission and pillar or regional bureaus to provide for full and open competition for any proposed alliance involving grants, cooperative agreements or the alternative GDA assistance agreement that are responsive to the terms herein.

Missions or bureaus may: a) refer potential partners to the GDA Secretariat for further discussions on USAID's work with the private sector, b) advise interested applicants of an alternate process for any direct submittals to them or c) develop an entirely separate process for the development of public-private alliances. Alliance activity eligible for specific bureau funding may require different criteria than those listed in this APS. Missions and bureaus may issue solicitations for their particular alliance building activities.

The sectors listed below represent the areas that will be considered for award as USAID's areas of primary interest for alliances:

- **AGRICULTURE**
- **ANTI-CORRUPTION/GOVERNANCE/CIVIL SOCIETY STRENGTHENING**
- **CONFLICT/ RELIEF AND HUMANITARIAN ASSISTANCE**
- **FOOD AID**
- **ECONOMIC GROWTH AND TRADE CAPACITY BUILDING**
- **EDUCATION**
- **ENVIRONMENT/ENERGY**
- **HEALTH**
- **INFORMATION TECHNOLOGY**
- **URBAN PROGRAMS**

Please see [Annex C](#) for a full discussion of the sectors and programmatic activities where USAID seeks to develop public-private alliances.

## II. PURPOSE OF APS AND QUALIFYING CRITERIA FOR PROSPECTIVE ALLIANCES

USAID reserves the right to make multiple grants, cooperative agreements, GDA alternate agreement awards or no awards at all through this APS. ***This APS seeks public-private alliance proposals only for funding in Fiscal Year (FY) 2005, although proposals should contemplate an alliance that continues beyond FY 2005. Proposals received during FY2005, but unable to be negotiated and awarded prior to September 30, 2005 may be considered for award in FY2006.*** Under this APS, USAID's GDA solicits proposals from organizations that are interested in entering into public-private alliances with others, including USAID, to carry out activities that will be responsive to critical mission/operating unit identified development needs in the countries and sectors where USAID seeks to develop alliances. Under this APS, USAID further intends that resource partners will be able to enter into a dialogue with USAID staff to build alliances. USAID will review alliance proposals using a two-stage process more fully described in Sections [III](#) and [IV](#).

There is no dollar value limit or minimum for individual proposals or for cumulative awards made under this APS. However, as a reference, GDA incentive fund awards have been between \$300,000 and \$1,000,000. Missions may make awards outside of this range. The actual number of awards under this APS is subject to the availability of funds and fit with Mission/Washington operating unit requirements as well as viability of proposals received. Individual Missions may opt to not participate in this worldwide APS. Please consult [Annex B](#) for Missions participating in the solicitation and their specific interests. To be considered for an award under this APS, each applicant must meet the following qualifying criteria:

### A. Partner Eligibility Criteria

This Annual Program Statement focuses on establishing public-private alliances to define a need and its solution, and to combine resources to achieve far-reaching, mutually agreed upon results. ***The following list of potential partners is for illustrative purposes because our eligibility criteria are wide. We welcome other new types of partners.*** Potential partners include foundations, U.S. and non-U.S. NGOs, U.S. and non-U.S. private businesses, business and trade associations, international organizations, U.S. and non-U.S. colleges and universities, U.S. cities and states, other U.S. Government agencies, civic groups, other donor governments, host country governments, regional organizations, host country parastatals, philanthropic leaders including venture capitalists, public figures, advocacy groups, pension funds and employee-welfare plans, etc.

It is important to note that NGOs do not need to be registered Private Voluntary Organizations to submit an application. **Potential for-profit applicants should note that USAID policy prohibits the payment of fee/profit to the prime recipient under grants and cooperative agreements. Forgone profit does not qualify as cost-sharing or leveraging.**

In addition, all prospective partners must be organizations with a reputation for integrity and the highest standard of conduct, and a proven track record in their particular areas of expertise. They should be able to demonstrate a respect for human rights, decent work conditions, environmental protection, and community involvement in their operational practices. They should also be able to provide evidence of a strong commitment to the proposed alliance and, ideally, experience in working in partnership with others.

Past applicants are welcome to apply. Alliance partners that were funded under the previous APS and recent RFA are also eligible to apply. Please note that some criteria have changed since the FY 2004 RFA.

## **B. Program Eligibility Criteria**

To be considered for funding under this APS, proposed programs must meet the following requirements:

1. Alliance proposals must have clearly-defined objectives that have been agreed to by the partners.
2. Alliance proposals are expected to demonstrate significant new, non-federal resources – whether money, ideas, technologies, experience and expertise – to address international development problems (see [Leverage](#) criteria).
3. Alliance proposals must address the development needs of one or more countries in which USAID is currently working (see [Annex A](#)) as defined in the Mission specific strategy document. Alliances that operate in countries where USAID has a field presence will be given priority. However, consideration may be given to alliances that seek to operate in countries where USAID does not have a field mission.
4. Alliance proposals must contribute to one or more of the Agency's/Mission's high priority sectoral and programmatic objectives (see [Annex C](#)).
5. Alliance proposals must offer promise of significant development impact, as measured, for example, by the number of direct and indirect beneficiaries of the program, and/or by the potential for replication or scaling-up over time.
6. Alliance proposals must appear feasible from a technical, economic, financial, and social perspective.

It is expected that programs may last from 12 to 60 months. Priority will be given to proposals that can be launched rapidly. USAID will not provide funds under this APS for products and services that would be purchased through a contract.



## C. Leverage<sup>1</sup>

GDA alliances are expected to bring significant new, non-federal resources – whether money, ideas, technologies, experience and expertise – to address international development problems. *To qualify for USAID funding under this APS, an alliance must demonstrate that partners are able and willing to collectively contribute significant resources to the proposed program that are at least equal to the level of resources sought from USAID.*

Further, it must be shown that these resources, in combination with the support sought from USAID, will provide the alliance with a comparative advantage in meeting the goals and objectives of the proposed program.

It is this expectation of significant leverage of non-federal resources in combination with joint planning and of sharing risks and benefits that defines the public-private alliances under the GDA as distinct and different from those activities USAID has previously supported.

## III. PROPOSAL INSTRUCTIONS, REVIEW PROCESS, AND EVALUATION CRITERIA

### A. Overview of the Proposal Process

The USAID Missions and Washington operating units will be responsible for the proposal review process and management of the award process. Applicants are required to submit short concept papers (see below for instructions) to Missions and operating units and may receive instructions on whether or not to proceed with a full proposal. Technical comments provided on the concept paper should guide the submission of the full proposal. At times there may not be sufficient funding with the Mission or operating unit to support the proposed activity, and these units may seek incentive funds from the GDA or the USAID/Washington pillar/regional bureaus. The GDA Secretariat will review Mission/operating unit submissions for support from the GDA Incentive Fund

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<sup>1</sup> USAID traditionally defines cash or in-kind resource contributions as “cost-share or matching.” A definition of items that constitute “cost share or matching” can be found at 22 CFR 226.23 (see <[http://a257.g.akamaitech.net/7/257/2422/14mar20010800/edocket.access.gpo.gov/cfr\\_2002/aprqr/22cfr226.23.htm](http://a257.g.akamaitech.net/7/257/2422/14mar20010800/edocket.access.gpo.gov/cfr_2002/aprqr/22cfr226.23.htm)>). Cost-share or matching is reported on a periodic basis on payment forms, and USAID has the right to reduce its share of funding if the cost-share reported is less than the agreed upon percentage or amount contained in the award. Finally, if a difference remains after an award has expired, the difference shall be refunded to USAID. The contributions being proposed in an application do not have to be proposed under the above “cost-share or matching” definition and provision; they can be proposed as “leveraging,” as discussed above. Applicants should indicate whether they are proposing the contributions as “cost-share or matching” or as “leveraging.” If proposing as “leveraging,” applicants should be prepared to provide annual benchmarks that include proposed results to be accomplished with USAID funds and the additional leveraging, and should be prepared to provide annual timelines that include percentages or amounts. The benchmarks and timelines will be included in the terms of any agreement awarded under this solicitation.

beginning on February 10, 2005, it is therefore suggested that applicants should submit concept papers to USAID Missions and operating units by December 15, 2004 to take advantage of possible GDA incentive funding even though proposals may be submitted up to September 30, 2005. Any proposals submitted late in the fiscal year may be held over for consideration for funding in the following fiscal year.

Applicants are reminded that proposals that are: (i) aligned with the goals of a USAID mission or Washington operating unit; (ii) feasible; (iii) innovative; and (iv) bring leveraging of a minimum one-to-one ratio (with at least some portion in cash) will receive consideration. For information about specific mission and operating unit goals and objectives please consult Annex B, and:

<http://www.usaid.gov/policy/budget/cbj2005/>

For contact information by mission, please see [Annex B](#).

The GDA Secretariat is responsible for this solicitation and any questions concerning this APS can be submitted to Rebecca Goldman at the contact information below or by facsimile at (202) 216-3427. A summary of frequently asked questions will be posted on the web at <<http://www.usaid.gov/gda>>.

Rebecca Goldman  
E-mail: [regoldman@usaid.gov](mailto:regoldman@usaid.gov)  
(202) 712-4418

**Issuance of this APS does not constitute an award or commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of a proposal. Some Missions or operating units may opt not to participate in this APS. Please consult with the contact information provided in [Annex B](#) to determine the level of interest and whether funds will be made available for alliances.**

## **B. Concept Paper Instructions**

All applications must be made by completing the items below, including the attachments where requested. Not to exceed 5 pages.

The concept paper shall include:

### Cover Page/Introduction:

1. Name and address of organization;
2. Type of organization (e.g., for-profit, non-profit, university, etc.);
3. Contact point (phone and e-mail);

4. Names of other organizations (federal and non-federal as well as any other USAID offices) to whom you are/have submitted the application and/or are funding the proposed activity; and
5. Signature of authorized representative of the applicant.

**Technical Information:**

1. Concise title and objective of proposed activity;
2. Discussion of the objectives, the method of approach, the amount of effort to be employed, the anticipated results, and how the work will help accomplish USAID's mission as well as the field Mission's specific strategic results; and
3. Type of support the applicant requests from USAID (e.g., funds, facilities, equipment, materials, personnel resources).

**Supporting Information:**

1. Proposed estimated cost;
2. Brief cost breakdown (e.g., salaries, travel, etc.);
3. Proposed amount of applicant's financial participation.
4. Proposed duration of the activity; and
5. Brief description of applicant's previous work and experience.

**All concept papers must be in English. An original and one copy, plus a 3.5" disk or CD (MS Word format), are also required.**

Applicants are required to submit short concept papers to the Missions and operating unit points of contact (See Annex B) and may receive instructions on whether or not to proceed with a full proposal.

### **C. Full Application Instructions**

These instructions are illustrative. USAID Missions or operating units may request other information. Note page limits.

**The length of the application should not exceed the following page limits:**

- Budget Information (Standard Form SF-424 and supporting narrative; see <http://www.usaid.gov/pubs/ads/sfforms.html>): No limit
- Executive Summary: 2 pages
- Body of Proposal: 25 pages
- All Attachments: 15 pages

**The proposal should include the following information:**

- Table of Contents listing all page numbers and attachments
- Executive Summary
- Program Description
- Goal and Objectives
- Background/Problem Statement
- Explanation of partners and their expected roles including other resources

- brought to bear (leveraging)
- Proposed Interventions/Technical Approach
- Expected Impact
- Duration of Activity
- Role of USAID (e.g., facilities, equipment, material, or personnel resources)
- Letters or other forms of communication (emails) demonstrating partner intent to participate and, where applicable, interest from USAID country mission(s)
- Detailed budget and financial plan with major line items, identification of funding source (i.e., by partner) for each, and a narrative description of what the resources will be used for
- Relevant organizational experiences of recipient and key partner organizations
- Implementation Schedule

In addition to the narrative described above the proposal should include as attachments:

- A draft letter of intent/memorandum of understanding, which describes roles, responsibilities and contributions of each of the alliance partners (See [Annex D.](#)) A finalized MOU is not required prior to the award being made.
- Curriculum vitae for key staff

The annexes may also include relevant information about alliance partners including documentation of intent to participate by other partners. Please note excessive documentation submitted under the annexes is neither necessary nor wanted.

**All proposals must be in English. An original and one copy, plus a 3.5” disk or CD (MS Word format) are also required.**

Missions will instruct applicants to whom they are to send their proposals and when they are due. Note: An invitation to submit a full proposal does not constitute an award; USAID may choose to not fund proposals even after they have been requested.

## **D. Criteria for Proposal Review**

USAID’s review will focus on assessing the likelihood that the proposed alliance program would be successful in achieving its objectives based on criteria provided below. The factors to be considered include the following:

Primary criteria (in descending order of priority):

1. Fit within USAID’s strategic objectives. – Does the proposed activity align with USAID Mission or operating unit’s strategic plan?
2. Feasibility (technical, economic, financial, and social)
  - a. Does the program have well-defined and achievable objectives?

- b. Does the program have the potential to yield significant development results?
  - c. Sustainability and/or the extent of local involvement
- 3. Value of leveraged resources and/or cost-share
  - a. Above one-to-one leveraging or cost-share
  - b. Demonstrated resource partner commitment: Is there evidence of commitment by a lead partner? Of commitment by other partners? Is there a demonstrated commitment to meet leveraged resource responsibilities?
- 4. Innovation
- 5. Additional criteria that will be considered are (in descending order of priority):
- 6. Partner Characteristics
  - a. Does the alliance bring new actors to the table?
  - b. Do the potential alliance partners meet ethical standards?
  - c. Do they have proven track records in their particular area of expertise?
  - d. Do they have experience working in partnership with others?
- 7. Demonstration effect/scalability
- 8. Readiness for implementation
- 9. Development impact on men and women, disaggregated by gender
- 10. Past performance

Note: To the extent that any applications are received for a similar activity in the same mission or operating unit, an application that makes use of highly skilled U.S. volunteers in support of one of the volunteer-based initiatives will be given a preference, all other factors being equal.

## **IV. AWARDING ALLIANCES**

### **A. Due Diligence Concerns**

Due diligence requires that the U.S. Government enter into alliance with organizations and individuals who exhibit fiscal responsibility, character, and integrity. [Annex E](#) sets forth a number of questions, which, if applicable to the organization and program, will be factored into the evaluation and selection process governing an award. Not all the questions are appropriate for all situations. For example, a prospective alliance with a locally-owned private company in a developing country is likely to be quite different from a headquarters-based alliance with major multinational corporations, and a number of these questions would likely not apply. USAID will conduct an independent review of these issues as they relate to potential alliance partners. However, potential partners are welcome to provide any information deemed useful. Potential partners may be requested to respond to any potential issues that arise as part of the due diligence research, and failure to resolve serious concerns will be cause for non-award. Additional

information on USAID's approach to due diligence may be found in the "Tools for Alliance Builders" guide available on the GDA website at [www.usaid.gov/gda](http://www.usaid.gov/gda).

## **B. Letter of Intent/Memorandum of Understanding (MOU)**

Upon favorable review of the full proposal, partners including USAID may draft a letter of intent/memorandum of understanding (MOU), which will be used to clarify roles and responsibilities of each alliance partner. An MOU does not need to be in place prior to an award being issued by USAID.

## **C. Role of Partners/Substantial Involvement**

Partners to the alliance effort (including USAID) bring strengths to the table. The actual division of responsibilities and risks are intended to be covered under the Letter of Intent/Memorandum of Understanding prior to finalizing the Agreement. Therefore, the following illustrative list of examples of allocation of responsibility will be adjusted based on the successful alliance proposal, the best use of contributions from multiple partners, and the appropriate assignment of management and implementation responsibilities. USAID's role under some alliances may differ from the traditional role of provider of funds or source of oversight.

### **1. Example of USAID Responsibilities**

Examples of USAID responsibilities are as follows. The Agreement Officer, or as specifically delegated, the Cognizant Technical Officer (CTO) might provide:

- a) Collaboration in establishing annual work objectives and approval of an annual work plan.
- b) Collaboration in assessing progress and identifying issues that arise which may impact the success of the program.
- c) Collaboration in determining corrective actions, where necessary.
- d) Approval of key personnel and any subsequent changes in the positions during the life of the award.

### **2. Example of Proposing Partner Responsibilities**

The proposing partner or other partners will be responsible for implementing the program in accordance with the terms and conditions of the Grant, Cooperative Agreement or the GDA alternate agreement, the Letter of Intent/Memorandum of Understanding agreed upon by all partners to the alliance as needed, and all other applicable USAID regulations. Proposing partners are also responsible for the following activities and documentation during the life of the program:

- a) Requesting approval for program's key personnel;
- b) Working with partners to develop annual workplans;

- c) Conducting ongoing assessment of progress and a final evaluation, and submitting annual reports according to the requirements outlined in the cooperative agreement;
- d) Reporting on contributions of alliance partners;
- e) Requesting approval for any changes in program description; and
- f) Submitting updated Standard Form 424A annually (section D and E only).

#### **D. Budget Negotiations**

Following a favorable proposal review, Applicants will be advised if negotiations are to be initiated, additional information is required, or if a decision has been reached not to fund the proposal.

#### **E. Award**

Following favorable negotiations, a grant, cooperative agreement or a GDA alternate agreement will be awarded either to the institution proposing the alliance or to a third entity that was proposed to implement the jointly-funded alliance.

#### **F. Reporting**

Program implementation reporting will be determined based on the outcome of the collaborative finalization of the planned program and the delineation of roles and responsibilities. An annual performance monitoring plan, using established baseline data and specific, measurable targets and indicators will also be agreed upon.

Financial reporting will be in accordance with the requirements of the obligating document, following mutual agreement of provisions.

### **V. ANNEXES**

[ANNEX A – ELIGIBLE COUNTRY LIST](#)

[ANNEX B – USAID POINTS OF CONTACT IN HOST COUNTRIES](#)

[ANNEX C – SECTORAL AND TECHNICAL PROGRAM PRIORITIES](#)

[ANNEX D – DRAFT MEMORANDUM OF UNDERSTANDING](#)

[ANNEX E – DUE DILIGENCE](#)

## ANNEX A

USAID has over 70 missions throughout the developing world (as defined as Development Assistance Committee recipient countries). USAID will give priority to proposals that seek alliance activities in USAID mission presence countries. In some cases where there is a regional or global alliance proposed it is possible to work with partners in some USAID non-mission countries. Activities in all countries are subject to legal and policy restrictions that may change without prior notice.

### USAID MISSION PRESENCE COUNTRY LIST

<u>AFRICA</u>		<u>ASIA AND NEAR EAST</u>		<u>EUROPE AND EURASIA (CON'T)</u>	
	Angola		Afghanistan		Kyrgyzstan
	Benin		Bangladesh		Latvia
	Democratic Republic of Congo		Cambodia		Lithuania
	Eritrea		East Timor		Moldova
	Ethiopia		Egypt		Poland
	Ghana		India		Romania
	Guinea		Indonesia		Russia
	Kenya		Iraq		Slovak Republic
	Liberia		Jordan		Slovenia
	Madagascar		Lebanon		Tajikistan
	Malawi		Mongolia		Turkey
	Mali		Morocco		Turkmenistan
	Mozambique		Nepal		Ukraine
	Namibia		Pakistan		Uzbekistan
	Nigeria		Philippines		
	Rwanda		Sri Lanka		
	Senegal		Thailand		
	South Africa		Vietnam		
	Tanzania		Yemen		
	Uganda		West Bank/Gaza		
	Zambia				
	Zimbabwe				
			<u>EUROPE AND EURASIA</u>		<u>LATIN AMERICA/ CARIBBEAN</u>
			Albania		
			Armenia		Bolivia
			Azerbaijan		Brazil
			Belarus		Columbia
			Bosnia-Herzegovinia		Dominican Republic
			Bulgaria		Ecuador
			Croatia		Eastern Caribbean*
			Cyprus		El Salvador
			Czech Republic		Guatemala
			Estonia		Guyana
			Georgia		Haiti
			Hungary		Honduras



			Federal Republic of Yugoslavia		Jamaica
			FYR Macedonia		Mexico
			Kazakhstan		Nicaragua
			Kosovo		Panama
					Paraguay
					Peru

**NOTE: This list of USAID mission presence countries is subject to change without prior notice.**

*\*Antigua, Barbuda, Dominica, St. Lucia, St. Vincent, and the Grenadines*

### USAID NON-MISSION COUNTRY LIST

Below is a list of USAID non-mission countries that may be eligible for non-presence activities. There are various legal and administrative restrictions on USAID activity in these countries.

#### AFRICA

#### ASIA AND NEAR EAST

#### EUROPE AND EURASIA

	Botswana		Algeria		Macedonia
	Burkina Faso		Bahrain		
	Burundi		Bhutan		
	Cameroon		Fiji		
	Cape Verde		Kiribati		
	Central African Republic		Laos		
	Chad		Malaysia		
	Comoros		Maldives		
	Cote d'Ivoire		Oman		
	Djibouti		Papua New Guinea		
	Equatorial Guinea		Qatar		
	Gabon		Samoa		
	Gambia		Solomon Islands		
	Guinea-Bissau		Tuvalu		
	Lesotho		Tunisia		
	Mauritania		Vanuatu		
	Mauritius				
	Niger				
	Sao Tome & Principe				
	Sierra Leone				
	Somalia				
	Sudan				
	Swaziland				<u><b>LATIN AMERICA/ CARIBBEAN</b></u>
	Togo				
					Argentina
					Belize
					Chile
					Guyana
					Suriname
					Uruguay

*NOTE: This list of USAID non-mission presence countries is subject to change without prior notice. USAID maintains a list of eligible countries that can be found at:*  
[http://www.usaid.gov/our\\_work/global\\_partnerships/gda/eligiblecountrylisting.doc](http://www.usaid.gov/our_work/global_partnerships/gda/eligiblecountrylisting.doc)

## ANNEX B

### USAID POINTS OF CONTACT IN HOST COUNTRIES AND WASHINGTON

*Before submitting a concept paper*, we encourage applicants to speak with a person at the USAID mission and/or Washington operating unit either by phone, email, letter or in person. The mission and/or Washington operating unit will inform you as to whether or not your idea is appropriate to the country, of interest to the mission, and aligned with USAID goals in the country. Below is a link to a list of USAID mission strategic interests, contact points, and email addresses. For example, if your organization has an idea for an alliance in Bangladesh, your contact point is Mr. Paul Sabatine, who resides in Bangladesh.

If you are unsure of the appropriate contact at a USAID mission or Washington operating unit, please contact Rebecca Goldman at (202) 712-4412 or by e-mail:

[regoldman@usaid.gov](mailto:regoldman@usaid.gov)

#### MISSION/WASHINGTON CONTACT INFORMATION:

[http://www.usaid.gov/our\\_work/global\\_partnerships/gda/GDA\\_Contacts.doc](http://www.usaid.gov/our_work/global_partnerships/gda/GDA_Contacts.doc)

## **ANNEX C**

### **SECTORAL AND TECHNICAL PROGRAM PRIORITIES**

#### **AGRICULTURE**

More than 800 million people, mostly women and children go to bed hungry every night. Agricultural development reflects USAID's commitment to broad-based sustainable efforts to promote global peace and prosperity and to reduce hunger.

USAID seeks through its research, technical assistance, and training to:

- Improve agricultural productivity, natural resource management, markets, and human nutrition through science and technology
- Develop and extend agricultural technologies to increase productivity and incomes, improve childhood nutrition and cut hunger, and protect and improve the natural resource base
- Formulate policy analysis and reform tools to target countries that promote competitive and efficient agricultural markets capable of meeting the food needs of the poor and of competing in global markets
- Build human and institutional capacities to implement policies that encourage people in the agricultural system to acquire and adapt science and commercially based technologies

USAID seeks to develop alliances that bring innovative approaches promising measurable impact to areas such as:

- Improving agricultural and food marketing
- Supporting biotechnology programs
- Developing programs which use information and communication technologies to accelerate outreach to farmers, rural communities, agribusiness, and researchers

#### **ANTI-CORRUPTION/GOVERNANCE/CIVIL SOCIETY STRENGTHENING**

##### *Anti-Corruption*

Corruption poses a serious development challenge. In the political realm, it undermines democracy and good governance by subverting formal processes. More generally, corruption erodes the institutional capacity of government as procedures are disregarded, resources are siphoned off, and officials are hired or promoted without regard to performance.

Corruption also undermines economic development by generating considerable distortions and inefficiency. In the private sector, corruption increases the cost of business through the price of illicit payments themselves, the management cost of negotiating with officials, and the risk of breached agreements or detection.

USAID's programming seeks to:

- Promote higher standards in developing countries relating to good governance (including corporate governance) and corruption
- Encourage mutual or self-evaluation of governments with regard to corruption within their borders
- Enhance cooperation and technical assistance to promote local actions in the fight against corruption

USAID seeks to develop alliances that bring innovative approaches promising measurable impact to areas such as:

- Strengthening the legal and regulatory process
- Building institutions and enhancing capacities through regulations and enforcement
- Cultivating a viable civil society where it does not already exist
- Creating partnerships between the public and private sectors to fight corruption
- Promoting transparency and accountability to ensure that the rule of law and market based economics take root

#### *Governance/Civil Society Strengthening*

Democratic governments are more likely to advocate and observe international laws, protect civil and human rights, avoid external conflicts, and pursue free market economies essential to international trade and prosperity. USAID programs encourage responsible participation by all citizens in the political processes of their countries, assist those countries to improve governance, especially the rule of law, and help strengthen non-governmental organizations and other elements of civil society.

Programming seeks to:

- Improving laws and legal systems
- Supporting fair and impartial elections and strengthening political processes
- Developing citizen groups and civil society
- Improving government's ability to perform and respond to constituency needs

**USAID seeks to develop alliances that bring innovative approaches promising measurable impact to areas such as:**

- Improving the institutional administration of justice
- Assisting efforts for the administration of elections in a credible, impartial and professional manner
- Training newly elected legislators and local officials to govern effectively
- Expanding and enhancing citizen participation in democratic governance through support for civil society organizations, including democratic labor unions
- Supporting the development of independent media
- Strengthening democratic political culture through civic education programs
- Providing technical assistance on implementing decentralization programs and democratic local governance

## **CONFLICT/ RELIEF AND HUMANITARIAN ASSISTANCE**

### *Conflict*

Most developing countries, particularly those that are poor and divided by ethnicity or religion, confront periodic conflict. In 2000, there were 25 major armed conflicts in 24 locations. Conflicts often lead to protracted humanitarian crises with millions of people uprooted from their homes and livelihoods. By the end of 2000, at least 34.5 million people – refugees and internally displaced – had fled their homes over the years because of war, persecution, and human rights abuses. The number of internally displaced persons continued to exceed the number of refugees, due to the persistence and violence of conflicts, severe government repression, and the growing unwillingness of many states to host long-standing refugee populations.

In response, USAID has begun a new initiative to structure its programs and external relationships to deal more effectively with this emerging global reality. Additionally, USAID is taking the necessary steps to develop the institutional capacity to design and implement effective programs for minimizing the likelihood of such conflicts, as well as mitigating and resolving them. USAID's goal is to save lives, reduce suffering, and reestablish conditions necessary for political and economic development. The two objectives under this goal are: 1) to meet urgent needs in times of crisis and 2) to reestablish personal security and basic institutions to meet critical intermediate needs and protect human rights.

USAID seeks to develop alliances that bring innovative approaches promising measurable impact to areas such as:

- Developing vulnerability analyses and assessment tools for use in countries showing the potential for conflict, including developing host country capacity to assess and analyze conflict potential
- Focussing on natural resources that illicitly generate finances to fuel conflict, such as diamonds, timber and logging, and gold
- Developing measures for mitigating ethnic and religious conflict, including through media and education programs
- Assisting the parties to the conflict resolve their issues peacefully; identification of democratic means, governed by the rule of law, for deciding on the allocation of productive resources such as land and for fairly sharing the benefits of exploiting national resources such as oil
- Developing preventive measures and early identification of triggers that can spark the outbreak or escalation of violence
- Engaging civil society in improving accountability of authorities charged with security, and monitoring the flow of illegal small arms

### *Relief and Humanitarian Assistance*

National and international climatologists have forecast that more severe climate events entailing droughts, fires and famine in some parts of the world and hurricanes, cyclones, heavy rains and flooding in others will occur more frequently and severely. Scientists also predict more devastating earthquakes and severe volcanic eruptions. In FY 2001,

OFDA responded to 79 declared disasters in 56 countries, including 54 natural disasters, 16 complex emergencies, and nine human-caused emergencies. Droughts and floods made up the largest number of natural disasters in FY 2001 accounting for 85% of the total number of people affected by declared natural disasters of all types.

The magnitude and unpredictable nature of most disaster events requires that USAID respond rapidly while remaining flexible and creative in its approaches to relief and mitigation. Our Disaster Assistance program objectives are to:

- Meet the critical needs of targeted, vulnerable groups in emergency situations
- Increase adoption of mitigation measures in countries at risk of natural disasters
- Enhance follow-on development prospects in priority, post-conflict countries.

USAID seeks to develop alliances that bring innovative approaches promising measurable impact to areas such as:

- Supporting the capability to provide timely emergency response to disasters worldwide
- Strengthening the capacities to prepare for and mitigate vulnerability in disaster situations
- Providing emergency commodities and services for immediate health care and nutrition
- Training of local health care staff in basic hygiene, nutrition and surveillance
- Providing potable water and appropriate sanitation facilities to reduce the probability of disease outbreak
- Supporting the provision of basic shelter and cooking tool needs of targeted vulnerable groups with plastic sheeting, tents, blankets and household kits;
- Meeting the emergency food needs of vulnerable populations with the purchase, transportation, and distribution of high-energy blended foods; and
- Supporting critical agricultural needs with the provision of seeds, tools, and a seed multiplication and distribution system.

## **FOOD AID**

Nearly 800 million people in the world are food insecure. Many live in Sub-Saharan Africa and South Asia. Chronic poverty, the persistent lack of economic opportunity either to produce adequate amounts of food or to exchange labor for income needed to purchase food in adequate amounts, is the chief cause of food insecurity.

USAID, through funding provided by Public Law 480, Title II , makes commodity donations to Cooperating Sponsors (Private Voluntary Organizations, Cooperatives, and International Organization Agencies) to address the needs of food security in both through 5-year development projects and through emergency food assistance.

For further information please see USAID's Office of Food for Peace webpage:

[http://www.usaid.gov/our\\_work/humanitarian\\_assistance/ffp/](http://www.usaid.gov/our_work/humanitarian_assistance/ffp/)

## **ECONOMIC GROWTH AND TRADE CAPACITY BUILDING**

One fifth of the world's population, some 1.3 billion people, live in abject poverty. Trade and investment are the principal mechanisms through which developing countries can integrate into world markets and are the conduits through which global market forces spur economic growth. Faster economic growth is essential to achieving the international development goal of reducing by one half the proportion of people living on \$2 a day by 2015.

### *Promotion of Open, Competitive Economies*

USAID seeks to:

- Promote open and competitive economies
- Expand access to economic opportunities for the poor

### *Economic Opportunities for the Poor*

USAID'S program to increase access to economic opportunities for the poor focuses on promoting microenterprise development and policy reforms to make product, financial, and business service markets work better for enterprises in the formal and informal sectors. This includes promotion of:

- Expanded and more diverse financial services delivered by sustainable financial intermediaries
- Appropriate business development services and new technologies for micro-entrepreneurs, particularly women and the poor
- Policies and tools to improve the viability and competitiveness of enterprises operated by poor households and their access to needed services

USAID seeks to develop alliances that bring innovative approaches promising measurable impact to areas such as:

### *Promotion of Open, Competitive Economies*

- Enhancing the capacity of countries to participate in, comply with, and benefit from the global trading system
- Improving public sector governance to create a stable and favorable business environment
- Increasing the breadth, and depth of financial markets
- Gaining access and capacity to use new technologies, including information technologies
- Enhancing private sector capacity to respond to opportunities in the global marketplace
- Facilitating access and skills to construct business relationships



- Increasing the ability of developing country producers to meet international quality and safety standards

#### *Economic Opportunities for the Poor*

- Assisting the poor increase their income, assets, skills, and productivity through microenterprise development
- Supporting innovation and expansion of promising service delivery models, research and dissemination of microenterprise best practices, capacity-building and training activities, and donor coordination
- Promoting the use of credit instruments where appropriate for the expansion of microfinance and business services, and to support measures by commercial banks and private firms to better serve this market
- Developing and test new microfinance products (e.g., new savings products, insurance, payment services) that can better meet existing clients' needs and reach out to currently under-served clients (particularly poorer households and more remote rural communities)
- Strengthening business services markets that serve poorer entrepreneurs

## **EDUCATION**

Economic growth in developing countries demands the creation of a productive and skilled workforce. Basic education for all children is a necessary first step. Of the 113 million children who have never been to school, 97 percent are in developing countries and 60 percent are girls. The overwhelming majority of these children are in Sub-Saharan Africa, and South and West Asia. Easing illiteracy, providing better quality education to more children, strengthening education institutions, and expanding opportunities for continuous education to working adults are essential to raising agricultural output/productivity, improving environmental stewardship, encouraging ethnic tolerance and respect for civil liberties, and building democratic values and practices. Moreover, the education of girls and women leads to higher incomes, better family health, increased child survival, smaller families, and improved social status for women.

Participation in the modern, global economy depends upon creating life-long learning opportunities for developing human capacity. USAID seeks to help host countries and their citizens build human capacity through education and training. USAID supports this strategic goal through basic education, higher education, workforce development, and training programs.

Basic Education activities seek to expand access to quality basic education for under-served populations, especially girls and women. Higher education programs enhance the contribution of host-country colleges and universities to the process of development through institutional partnerships and networks that increase their human and institutional capacity. Workforce development programs link education and training systems with the private and public sector to target skill development for employment, especially for youth under 30 years of age. Training activities are short-term and long-term programs, in or

outside the host country, which build knowledge, skills, and attitudes relevant to development sectors throughout USAID.

USAID seeks to develop alliances that bring innovative approaches promising measurable impact to areas such as:

#### *Basic Education*

- Devise and pilot cost-effective alternatives for teacher training and the development of education administrators/managers to meet the needs of developing countries (e.g., regional/cross-national and Internet-based approaches);
- Increase business community involvement that fosters practical links between education and employment, micro-economic development, and improved competitiveness in the global economy for developing countries;
- Plan and pilot alternatives to state-run management information systems (for education and other sectors) that afford increased data quality and analysis for improved education planning, at lower costs to national education systems, and sustainable for developing countries;
- Devise and pilot methods of fostering country-leadership of donor coordination in developing countries; and
- Develop and test strategies to increase South-South, North-South, and community-to-community assistance that facilitate achievement of the Dakar Framework for Education for All (EFA) in developing countries.

#### *Higher Education*

- Increase the capacity and contributions of host-country institutions of higher education and their private and public sector partners to economic growth and productivity through higher education and workforce partnerships;
- Strengthen the capacity of host-country education and training institutions (formal and informal) to provide job skills to drive productivity and economic growth;
- Pilot and model a higher education partnership and network that strengthens business schools' ability to link with small and medium enterprises to foster economic growth and community development;
- Pilot and model higher education linkages with agri-businesses and cooperatives to strengthen the capacity and quality of developing country agriculture secondary schools.

#### *Workforce Development*

- Provide assistance in identifying key ways to improve systems and institutions to link skill development with income generation, employment, and poverty reduction;
- Develop strategies to mobilize and transform unskilled labor force and disaffected youth into assets for nation building.

#### *Training*

- Strengthen the institutional capacity and performance of critical host-country partner institutions through technical and academic training programs in the U.S., in the host country, or in third-countries;

- Provide an integrated program of participant trainee support services, U.S. or third country placement, program monitoring, and administrative and technical assistance.

#### *General*

- USAID seeks innovative and cost-effective ways to use education, training, partnerships and technology to approach and replace the loss of human and institutional capacity due to the HIV/AIDS pandemic in the education sector and the workforce in developing countries.

## **ENVIRONMENT/ENERGY**

The loss of forests, freshwater and biodiversity, inadequate and inefficient use of energy, and the explosive growth in the world's urban centers undermine long-term economic growth and threaten ecological systems. They also endanger human health, and increase developing countries vulnerability to natural disasters and conflict. Energy is the fuel for economic development, yet one-third of the world's population has no access to reliable and sustainable energy sources. The world's natural resource base is rapidly degrading with over 130,000 km<sup>2</sup> of tropical forests lost each year, and the extinction of species is 1,000 times what would occur naturally. Nearly half of the world's population now lives in cities, and up to 50% of developing country urban populations lack safe drinking water, shelter, sanitation and waste disposal. Furthermore, increases in global greenhouse gas emissions, approximately fifty percent of which are produced in developing countries, threaten to disturb the delicate ecological balance, disproportionately effecting the world's poor who are the least able to adapt to these changes. Long-term economic growth depends upon managing a country's natural resources base, using energy to increase human productivity, helping cities to provide services and markets, and having predictable seasonal and long-term climatic conditions.

USAID invests in five key environmental areas:

- Biological diversity
- Natural resources management
- Urbanization
- Sustainable energy production and use
- Global climate change

USAID seeks to develop alliances that bring innovative approaches promising measurable impact to areas such as:

#### *Improved Protection and Sustainable Use of Natural Resources*

- Providing biodiversity conservation through on-the-ground conservation initiatives and dissemination of best management practices
- Improving the design and implementation of policies that affect biodiversity use and conservation
- Providing technical assistance to field missions in strategic planning, program design, and monitoring of biodiversity programs

- Reducing damage to forests by inappropriate wood harvesting techniques
- Promoting rehabilitation of degraded land
- Increasing local participation in forest and tree system management
- Establishing integrated monitoring and assessment of forest resources to conserve biodiversity and improve forest health.
- Strengthening the individual and institutional capacity of non-governmental organizations (NGOs), community-based organizations, and government institutions involved in freshwater and coastal resources management
- Promoting new initiatives that help communities identify, value, and better manage freshwater and coastal resources under their control
- Increasing public awareness of and participation in freshwater and coastal resources management
- Improving the design and implementation of policies that affect water use
- Create low-cost/low-maintenance water treatment and disinfection systems

#### *Improved Management of Urbanization in Target Areas*

- Improving living conditions and minimizing disaster risks, especially for urban slum settlements
- Increasing equitable delivery of water, electricity, and waste disposal services
- Expanding the private sector's role in partnering with cities to provide services and shelter for the poor
- Incorporating people and community needs into urban management

#### *Increased Environmentally Sustainable Energy Production and Use*

- Promoting energy efficiency and environmental management systems in cities, transport and industry
- Expanding electrification activities to rural and economically disadvantaged urban areas
- Fostering implementation of policy and regulatory changes that clarify or establish rights and incentives for the cost-effective utilization of renewable energy resources and technologies
- Developing productive use of energy in applications such as irrigation pumping, drip irrigation and processing agricultural commodities, communications, and information technologies
- Improving public and private sector institutional ability to administer the energy sector, allow for more effective delivery of energy services to rural and urban populations, and expand improved urban environmental management systems

#### *Reduced Threat to Sustainable Development from Global Climate Change*

- Advancing approaches that promote climate-friendly technologies and carbon sequestration through innovative energy, forestry, and agricultural practices
- Developing projects that reduce greenhouse gas emissions through cost-effective interventions

- Mitigating impacts on food production, human health, the natural resource base and coastal areas caused by climate change, land use change, and long-term changes in precipitation patterns

## HEALTH

Recent evidence supports the linkages of good health to improvements in productivity and poverty reduction. High levels of disease can slow or even halt economic growth. Likewise, control of infectious diseases, good nutrition and stabilization of population size are essential to sustainable development; indeed, they are fundamentally interdependent. People can contribute more fully to the social and economic progress of their community and nation when they are well nourished, free from diseases, and given adequate information to make informed decisions about their own family size. Reduced population pressures also lower the risk of humanitarian crises in countries where population growth rates are highest. In addition to enhancing livelihoods of people overseas, protecting human health and nutrition in developing and transitional countries directly affects public health in the U.S. by preventing the spreads of diseases that know no borders.

USAID has five priority areas:

- Reducing HIV/AIDS transmission and mitigating its impact;
- reducing deaths from infectious diseases of major public health importance;
- Increasing the use of key maternal health and nutrition interventions;
- Increasing the use of interventions to improve child health and nutrition; and
- Increasing the use of voluntary practices to reduce fertility and improve reproductive health

USAID is committed to supporting public-private alliances in health. While any funding for new alliances in health will be limited, preference will be given to opportunities for using commercial sector approaches to the delivery of health services, while leveraging significant private sector resources.

Areas of interest to USAID for new public-private alliances may include the following:

### *Increased Use of Improved, Effective and Sustainable Responses To Reduce HIV Transmission And To Mitigate the Impact of the HIV/AIDS Pandemic*

- MTCT. Increase efforts to expand programs for the prevention of Mother-to-child-transmission of HIV/AIDS, including VCT services for pregnant women, anti-viral prophylaxis for HIV-infected pregnant women and newborns, support for safe infant feeding practices, and support to families.
- Care, treatment and support. Expand efforts to provide care, treatment and support for individuals affected by HIV/AIDS.

### *Increased Use of Effective Interventions to Reduce the Threat of Infectious Diseases of Major Public Health Importance*

- TB control. Expand efforts to scale up proposal of the DOTS strategy for TB control.
- Bednets. Scale-up distribution of insecticide treated bednets through the commercial sector.
- Elephantiasis. Improve productivity through the prevention of Elephantiasis and other diseases of poverty.
- ARI. Implement programs for the reduction of acute respiratory infections.

#### *Increased Use of Key Maternal Health and Nutrition Interventions*

- Preventing postpartum hemorrhage. Implement high impact interventions to prevent this leading cause of maternal deaths during childbirth.
- Safe Motherhood. Improve access to prenatal, delivery and post-partum services.

#### *Increased Use of Key Child Health And Nutrition Interventions*

- Neonatal tetanus. Develop strategies for reducing neonatal tetanus deaths through immunization programs.
- Diarrheal Disease. Field test new vaccines to prevent diarrheal disease in children.
- Biofortification. Enhance the micronutrient content and bioavailability of foods commonly consumed by vulnerable populations in developing countries.
- Micronutrients. Develop strategies for the delivery of key micronutrients to alleviate anemia and deficiencies of iron, folate and zinc for improved health and productivity.

#### *Increased Use by Women and Men of Voluntary Practices That Reduce Fertility*

- MTCT. Integrate effective interventions for mother-to-child-transmission (MTCT), voluntary counseling and testing (VCT) and other family planning/reproductive health programs.
- Delaying first pregnancy. Develop, test, document and disseminate effective approaches to delay first pregnancy, among both married and unmarried youth.
- Unmet Need. Meet unmet need for family planning and implement approaches to ensure the sustainable access to contraceptive supplies.
- Birth spacing. Expand birth spacing to intervals of at least three years to improve neonatal and maternal survival.

#### *Cross-cutting issues in health*

- Human capacity development. Improve the capacity of developing countries to respond to public health issues through the development of a qualified, sustainable staff force.
- Youth. Develop programs that respond to the various health needs of youth.
- Private sector approaches in post-conflict situations. Develop and introduce innovative approaches to conduct private sector assessments and to foster effective private sector participation in order to enhance health in post-conflict societies.
- Water and sanitation. Address problems of water and sanitation to improve hygiene conditions and human health.
- Research capacity-building. Strengthen the capacity of developing country institutions to conduct research related to the development and introduction of new health technologies.

- Information Technology. Develop and implement cost-effective IT approaches for addressing global health issues.

FOR AREAS OF INTEREST TO BE FUNDED OUT OF THE GLOBAL HEALTH BUREAU PLEASE SEE ANNEX B.

## **INFORMATION TECHNOLOGY**

The distribution of information has become a very important aspect of global development. Developing countries must be equipped with knowledge and technologies to not only survive but to thrive in the electronic global climate.

USAID, through its program objectives, seeks to expand developing country access to and use of information and telecommunication technology through:

- Technical assistance to help host-countries better manage and expand their information and communication technology (ICT) infrastructure
- Training to foster reform of telecommunications, Internet, and electronic commerce policy and regulation
- Increase access to the under-served, especially women and girls
- Pilot programs to demonstrate how ICT can support USAID objectives in education, economic growth, agriculture, democracy and governance, and environment

Innovative approaches promising measurable impact on in such areas as:

- Using the particular power of ICT technologies, especially global and regional proposals that transcend bilateral boundaries, in support USAID objectives in education, economic growth, agriculture, democracy and governance, and environment
- Using ICT Technologies to provide hands-on training for entrepreneurs and small businesses drawing on the private sector for resources and volunteers.
- Using ICT technologies to provide affordable, community-based access to local and global markets for continued training and business transactions
- Working in developing country public sectors to provide coordinated policy and regulatory reform assistance, including increased training for regulators and policy makers in order to foster a policy and regulatory environment in telecommunications and electronic commerce where entrepreneurs and enterprises can be successful.

## **URBAN PROGRAMS**

Few developing cities are prepared for the consequences of rapid growth. The urban poor are the fastest growing population in the world. Over 837 million people currently live in slums and countless others live on the street. There they face an uncertain existence where many live without adequate access to water and sanitation, surrounded by uncollected garbage, subject to frequent violence, with limited access to education, and without the capital necessary to pull themselves out of poverty. If they are lucky enough to have a home, they often live in constant fear of eviction.

In addition, over 90 per cent of the world's population growth in the coming two decades will occur in developing cities - most of it in urban slums. If developing cities are well-managed, they will be engines for economic growth, national prosperity, civil harmony and global peace. If not, rapid urbanization will poison the air we breathe, create life threatening water shortages, deplete valuable natural resources, strangle economic growth, widen income disparities and increase the spread of disease. Failure to manage the growth of developing cities will lead to increased political, military and civil conflict, which is likely to have profound effects on global security.

With public-private partnerships, USAID can work to

- Increase investment in basic urban infrastructure, housing and services
- Generate increased economic opportunity in cities
- Promote safe, healthy urban environments
- Help city governments more effectively respond to the needs of the urban poor



## **ANNEX D**

### **DRAFT MEMORANDUM OF UNDERSTANDING**

Applicants should treat this draft Memorandum of Understanding (MOU) as an example and not necessarily as a model for general use. While an MOU itself is not an obligating document, it may contemplate a future award by USAID even though it does not represent a commitment of any award.

**DRAFT  
MEMORANDUM OF UNDERSTANDING  
BETWEEN THE  
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT  
AND  
ABCD COFFEE COMPANY, INC.  
AND  
WXYZ FOUNDATION  
AND  
MNOP NGO**

#### **I. PURPOSE AND SCOPE**

The United States Agency for International Development ("USAID") and ABCD Coffee Company, a XX (state) corporation, the WXYZ Foundation, a XX (state) corporation and a tax-exempt education and personal development foundation and the MNOP indigenous environmental NGO (hereafter each a "Party" and collectively, "the Parties"); share the goals of promoting economically sustainable and environmentally sound coffee production for small-holder farmers and farmer organizations in developing countries; increasing investments in such production; and improving the quality of coffee produced for export. The Parties also share the goal of promoting private sector approaches that are environmentally friendly, socially just and economically sustainable.

The purpose of this Memorandum of Understanding ("MOU") is to set forth the understandings and intentions of the Parties with regard to these shared goals. The Parties specifically acknowledge that this MOU is not an obligation of funds, nor does it constitute a legally binding commitment by any Party.

#### **II. IMPLEMENTATION**

To achieve the purposes of this MOU, the Parties, individually and subject to the availability of funds, contemplate activities including technical assistance and technology transfer to small-holder farmer and farmer organizations and coffee producers in developing countries (hereafter "the eligible beneficiaries") to improve coffee quality; research and investment in production, business development, and marketing efforts; and identification and implementation of income diversification options both in and out of the coffee sector.

Specific joint efforts of the parties may include:

- The mutual exchange of information and data on specific sectoral activities - except that deemed privileged or proprietary;

- The coordination of technical assistance, research and other activities involving eligible beneficiaries' coffee production, shipping, handling and processing;
- Promoting environmentally friendly resource management practices by small farmers and farmers organizations;
- Meeting periodically at the request of either Party to share experiences and lessons learned and to facilitate the transmission of "best practices" to regional and country-level partners;
- Cooperation on testing and implementation of verification and certification systems that monitor and measure the impact, effectiveness, and sustainability of activities; and,
- Sharing information on opportunities that may arise for collaboration with other donors and entities that may leverage resources invested by the Parties.

IN WITNESS WHEREOF, the undersigned Parties have agreed:

**ABCD Coffee Company:**

\_\_\_\_\_  
 John Doe  
 Vice President, ABCD Coffee Company  
 Authorized Representative  
 for ABCD Coffee Company

\_\_\_\_\_ Date

**WXYZ Foundation:**

\_\_\_\_\_  
 Bob Smith  
 Vice President, WXYZ Foundation  
 Authorized Representative  
 for WXYZ Foundation

\_\_\_\_\_ Date

**USAID:**

\_\_\_\_\_  
 Jane Jones, USAID  
 Authorized Representative  
 for USAID

\_\_\_\_\_ Date

**MNOP NGO**

\_\_\_\_\_  
 Jane Green  
 President and CEO, MNOP NGO  
 Authorized Representative  
 for MNOP NGO

\_\_\_\_\_ Date

## ANNEX E

### DUE DILIGENCE CONCERNS

#### *Private Sector Companies:*

- (1) What is the company's public image? Has there been anything in the media that would reflect negatively upon the company? If so, how has the company dealt with significant negative publicity? Have there been tensions between the community and the company? Have there been country-specific tensions? Are there any pending lawsuits against the company?
- (2) What is the company's financial integrity? Is the company a publicly traded company? Does the company publish an annual report? Does the company have audited financial statements? Has the company been in business for several years?
- (3) What is the company's reputation for ethical business dealings? Does it have a code of ethics? Does it promote an ethics policy? Does it have an anti-corruption policy?
- (4) To what extent has the company been involved in the production or sale of tobacco, armaments or other socially sensitive issues? Is the company business tobacco or firearms? Is the company a subsidiary of a parent company, which manufactures or sells the above products? Does the company have a policy that is sensitive to the situation of indigenous people? Does the company have a policy sensitive to the issues of involuntary settlement? Does the company have a policy regarding the safety of dams? Does the company have projects in disputed land areas?
- (5) What is the company's personnel policy regarding workplace issues? Does the company have an employee policy handbook? Does the company have a policy governing the promotion, and hiring of children, minorities, and women? Does the company have a non-discrimination policy? Is the company accepting of unions or attempts to organize a union? Does the company have a health and safety action plan for workers? Does the company have a policy for codes of conduct, labor standards? Is the company free from allegations of child or forced labor?
- (6) What is the company's position on action for the environment? Does the company perform, or have performed environmental assessments? Does the company develop environmental reports, action plans? Does the company have a green audit for environmental performance? Is the company's environmental performance record made available to the public? Is the company ISO certified? Does the company have a natural habitat's policy? Do the company's products minimize adverse impact on environment? Does the company have a forestry issues policy?
- (7) What is the company's action to promote social responsibility and community development in the countries where it is doing business? Has the company adopted

standards to govern international operations and practices (labor standards)? For companies with large concessions (oil, gas, hydro) that employ security programs ... does the security policy anticipate the potential for security subcontractors to create human rights violations? Does the company have statements or reports on the practical commitment to corporate social responsibilities?

***Other Alliance Partners:***

Depending on the situation and potential partners, some of the questions above may or may not be applicable to other types of partners, such as non-profit organizations or universities. In selecting potential partners for an alliance proposal, Applicants are encouraged to check with the Better Business Bureau's Wise Giving Alliance program that will reveal the results of a potential non-profit organization's record of business dealings.